

Sales Management

A Monthly  *Journal*
Edited by J. C. Aspley

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Twenty-five Cents

How Six Sales Organizations Are Meeting Their War Problems

In presenting this symposium we fully realize that few war problems are alike. What has cured in one case, may easily poison in another. But it is our thought that by collecting facts as to why successful sales executives are doing specific things to meet specific conditions and placing them before you—not as general remedies, but as specific treatments—the data might be of some service in helping you to bring your organization through the present crisis with fewer casualties.

N. C. R. Using Women in Place of Men

By C. E. Steffey

Sales Manager, National Cash Register Co.

The problem of holding our sales organization together has not been as difficult a one with us as it may have been with some others where their entire output has been curtailed. We are doing considerable war work in addition to filling an abnormal demand for registers.

Probably the reason our problem is not so difficult is because we have a good many registers on consignment in the hands of our agents. We have also curtailed a good many styles and sizes and are concentrating on a few for which there is the greater demand.

Our sales force is practically intact although their organizations have suffered from their clerical workers being called into the service, as well as some of their salesmen and repairmen. Where our sales agents have suffered by members of their organizations leaving we have met this condition by replacing them with women, and in many of our larger offices we have put on women to do the repair and service work, and are getting very good results.

Our supervision of our selling force is much closer than it was. This is to keep our men at ease and offset many rumors which are spread with a view of disorganizing their confidence in the Company and its ability to produce and furnish the machines they sell. This is done by having our field assistants visit our agencies more often, besides my assistant and myself keeping in the field most of the time.

We have kept enthusiasm and optimism among our men by a concentrated effort on certain lines with good strong

advertising matter. We believe this is no time to curtail on our advertising; consequently we have pushed it with more effort than ever.

We have also heretofore printed but one issue of our "N. C. R." a week during the summer months, but during this year we have seen fit to publish two and three issues each week during July and August with no other reason than to show our men we are at it as if we had no other thing to face.

These "N. C. R.'s" contain selling arguments, ideas and new thoughts gathered by our field assistants.

This has instilled enthusiasm and held the men together in a way which it would have been impossible to do otherwise.

Analysis Work That Salesmen Should Do Now

By C. E. Gaston

Sales Manager, New Jersey Car Spring & Rubber Co.

We deem this an excellent time for each salesman to give intensive thought to the individual needs of each and every customer in his territory, to the quickest way to impress the customer that his line is particularly suited to the buyer's needs, and a manner of routing himself so that without lost motion he can make a ten-strike every day after resuming his territorial trips.

This can only be accomplished by systematic tabulation on index cards or pocket note books of all the salient points pertaining to each account. Now is the time for the salesman to get this ammunition in ship-shape. It will keep his mind profitably occupied and will accrue eventually to the benefit of his company and to himself.

Good Chance to Give Salesmen Shop Experience

By J. E. Kelley

General Sales Manager, Simonds Mfg. Co.

Believing that this is a time when everyone should work, we do not intend to allow any of our salesmen to loaf. We will not pay their salaries if they cannot be profitably employed either by representing us as salesmen or missionary men, or through their technical knowledge rendering service to our customers and by gathering data for the betterment of manufacture and in a sales intelligence capacity, and by utilizing the force toward the making of drives on certain lines at certain times toward the proper balancing of every inch of factory space.

We realize also that our government may need many of our salesmen for war work and we are endeavoring to so shape our course that such men as the government may have need of can be spared without disrupting our selling organization. Men in the draft age that are physically fit will probably be called to the aid of our country and while the loss of these men from our selling force will be seriously felt, owing to their ability as salesmen, their technical education, their acquaintanceship and good will, we must realize that first of all we have got to win the war. It will be absolutely necessary for every organization to so far look ahead and make plans that will permit of this disrupting with the least serious losses. The employment of men past the draft age and the increasing of territory will probably be the method used by most concerns to keep up representation and trade acquaintance.

As many of our men representing us on the road are practical technical men,

Sales Management

knowing how to manufacture saws, knives, files, etc., we shall offer to such as these an opportunity of coming into our works and helping to produce those goods which are so sorely needed by the government, the lumber mills, ship building plants, metal and munition working factories, and in such ways will we endeavor to conserve man power and to work with our government toward the one end so essential to us all—winning the war.

After this is done, we hope to have organization enough left to get into the selling fight again and to blazen our way forth amongst all nations, putting the Simonds products into every country and helping to make the trade of the good old U. S. A. boom as never before in building up the devastated countries, shipping our products in U. S. ships, and are utilizing such of our selling force as can be spared at this time. We are doing the missionary work and planting the seed so that we may reap the harvest later on when the time is ripe.

Bonus Plan to Meet the Salary Problem

By Elliot Reid

Assistant General Manager, Westinghouse Lamp Co.

I presume the first and most important problem with which Sales Managers have had to deal has been the salary question. Undoubtedly all of them have had to adopt liberal policies regarding salary increases and many organizations, our Company included, have endeavored to meet the problem by the installation of Profit Sharing plans of one kind or another. We are unable to say as yet that our particular plan, which we installed on the first of April, is successful, but present indications are that it will prove to be so.

Another problem to which we have given considerable thought is the training of new salesmen. We, like most other concerns, have lost a good many men who have entered Federal Service. These men have had to be replaced. With our rate of turn over increasing rapidly, the question which arose was, could we afford to spend the usual amount of money in the training of the new men whom we might lose before that training could be made profitable from a business standpoint.

Thus far we have made no changes in our policy of giving a complete course of instruction to new salesmen and requiring the older men to continue their study of our product and its application. We are inclined to feel that we have a much better chance of holding the new men if we have given them a thorough training which will to some degree in-

sure their success with us and provide them initially with a sufficient amount of enthusiasm to carry them over the rough places in the road.

The problem of transportation as affecting the activities of traveling salesmen is a big one. We have adopted a rather liberal policy in regard to the use of automobiles by salesmen and within the past few weeks we have authorized the purchase of a large number of machines to be used by men in lieu of the railroads. It is probable that we will continue to buy machines wherever there is a fairly good prospect of them being used economically and effectively.

Salesmen Should Share Company's Sacrifices

By Clarence W. Lyman

Sales and Advertising Manager, International Heater Co.

Just now, we are advising the men to stay at home; to keep in touch with their trade by mail, and to answer in person all necessary calls. But this is a temporary expedient only.

The fact is, we must hold our organization together. It has been built up with infinite pains. The men have been carefully picked; they know their fields; some of them have been traveling the same territory for years.

Our line is intricate; customers need a good deal of expert assistance; the salesman is a necessity.

But how can we afford to keep men on the payroll when they are not actively producing results in immediate orders? We can't afford to, and yet we must. It resolves itself into a question of mutual consideration and careful planning. It means a sacrifice (temporary) on our part, and we assume that it means a sacrifice (also temporary) on the part of the salesman.

We must continue to pay for what to us is not now productive labor. He must sacrifice what seems to him a glorious chance of increasing his commission or bonus.

Will the salesman accept his part in struggling along in the face of the increased high cost of living? The writer thinks from his talks with them that they will; that the esprit de corps of our organization will keep them loyally in line. But we must be fair with them and show them conditions as they are.

Now, facing the future, how can the sales organization build a solid foundation that shall be ready to take advantage of the after-the-war market when it opens up?

From the office side, we are increasing our advertising, and this in the face of a probable shortage of manufacture product. We may have to tell prospects that

we can't fill orders, but we will explain why, when the time comes. In the meantime we want "International," as applied to heating apparatus, to become a household word.

This requires careful planning. The salesmen are being urged to carefully go over their maps; to get the names, addresses and characteristics of their particular markets carefully outlined; to plan routings and in every way possible get their fields in such shape that our co-operative efforts will produce the biggest results.

Our follow-up files are being carefully watched. Our plans for more attractive and convincing literature are being worked out with a firm conviction that high grade goods will be in demand, and that service for the customers will bring results we are anticipating—an increasing business when the war is over.

Changing Schedules Yields More Business

By O. G. Righter

Secretary, La Resista Corset Company

The drafting of the younger salesmen for the army and navy; the immense increase of overhead expense—hotels, transportation, etc., is of itself a serious problem. We have to a certain extent been able to overcome this difficulty by increasing the area of a man's territory, or, in other words, doubling up their territory in the following manner (we are now traveling five men less than last year): Instead of combing the territory each trip, making each town large and small, they make the larger ones but four times a year instead of six, and alternate on smaller ones only twice a year, spring and fall.

We got up a circular to the trade explaining the situation and they have cooperated splendidly—our business by mail having actually doubled. In one instance we purchased, in June of this year, an automobile for the man covering New York State, but am unable to say at the present time whether it will pay or not.

The Company will continue its advertising and the campaign for fall will be on a larger scale than ever—we believe that the conditions are such as to demand the constant and important fact, that to keep in the public eye and mind necessitates continually advertising your product.

As above referred to, we have kept our men keyed up and in good fighting trim by impressing on them the absolute necessity of selling the better grades of merchandise, which in itself very materially increases the volume of their sales, resulting in a larger commission and the necessity of hustling and making every minute count.

How Government Institutions Aid Sales Managers

By Waldon Fawcett

Sales managers have become so used to the restricting influences of the government that its helpful side has been overlooked. To bring those co-operative activities into better focus we have asked our correspondent at Washington to briefly outline a few of the ways in which the government institutions are actually helping sales managers to build business. Added importance is given to this article in view of the increasing belief that the present paternalism being exercised by the government over business is likely to continue.

Within the past few weeks, Uncle Sam has been distributing free to sales managers who have been alert to their opportunities, copies of what must be accounted a hand-picked list of war-time prospects. This document, known officially as Circular No. 20 of the Priorities Division of the War Industries Board, Washington, D. C., has not, of course, been designed as a mailing list for sellers of anything. Rather it is a "Preference List" to identify the holders of war contracts and the producers of "essentials" for the military and civilian population. All the same, this 100-page book lists the names of the upward of 6,000 concerns in the United States that are just now the best sales prospects available, for the reason that they represent that portion of the business community where organizations will be intact, factories in operation, fuel available and where it will be possible to secure deliveries on purchases.

The issuance of this selected list of business houses that have been undisturbed or least disturbed by the shock of war is an excellent illustration of the practical aid to salesmanship that crops up all the while in connection with the activities of the Government. In some instances, of course, as in this case, the assistance is unintentional and only the vigilance of a sales manager will enable him to take full advantage of it. On the other hand, there are a number of institutions under the Government that designedly shape their policies in aid of salesmanship and which are perhaps worthy of closer attention as sources of inspiration than they receive from the rank and file of sales managers.

Individual Export Service

A case in point is afforded by the U. S. Bureau of Foreign and Domestic Commerce which is just now busy with a most ambitious project to give American salesmanship at home and abroad a flying start after the war. The average sales manager, if interested in export selling, receives, presumably, the Bureau's house organ, the Daily Commerce Reports, and scans the "trade opportunities" there listed, but there are many sales managers who have never tested the possibilities of individual service that rest in the Bureau at Washington and in

its branch offices located in the principal cities of the country.

There is among too many sales managers an erroneous impression that the Commerce Bureau concerns itself only with overseas trade and lends a helping hand only to firms engaged in export selling direct. To be sure, this institution has incentive to devote close attention to the international trade field, especially in view of the new opportunities opened by the passage of the Webb Act which sanctions combinations for the establishment abroad of joint sales agencies, but the domestic field is not neglected. The Bureau's present movement for "economic reconstruction" against the needs of the after-the-war period concerns itself not only with prospective trade outlets in foreign lands but with arrangements that will permit American manufacturers, even though engaged in non-essential lines, to hold the nucleus of factory organizations against the restoration of normal selling conditions in the domestic market. Similarly, the agitation of the Bureau officials for a national trade-mark and to induce Congress to authorize the registration of collective or community trade-marks is calculated, if successful, to aid sales managers in the domestic field quite as much as those engaged in export.

A Storehouse for Statistics

The circumstance that the Government is now preparing for the national census of the country's population, which it is obligated to compile once every ten years, brings to mind the fact that the U. S. Census Bureau far from being a mere statistical storehouse is a source upon which the sales manager can draw for no end of practical information of value in his calling. The Census Bureau not only gathers figures but it analyzes them and the abstracts which it issues from time to time contain no end of brass-tack information for the sales manager who desires to pick territory for local try-outs under the most favorable conditions; who is curious as to what proportion of the inhabitants in a given territory own their own homes; etc. As evidence of the Census Bureau's diverse points of contact with sales interests it may be mentioned that it was this branch of the Government that recently conducted that interesting inves-

tigation into the cost of cartage as a factor in sales expense.

In the U. S. Department of Agriculture there is a Bureau of Markets that may be represented as Uncle Sam's ideal of a sales institution. The primary function of the Markets Bureau is to assist the farming population in every possible way to market expeditiously, economically and profitably the produce of the farms. Incidentally, however, and to an ever increasing extent, the Bureau of Markets is concerning itself with the problems incident to the purchases of the rural population and this is where it comes in close contact with a wide range of commercial sales interests. By means of a Transportation Division, the Bureau of Markets endeavors to speed the delivery of seeds, fertilizer, building material, farm machinery or any other class of equipment or supplies of which the farmer has need. A Parcel Post division concerns itself, among other things, with the securance for farmers of containers for eggs, fruit, vegetables and dairy products that will stand transmission by mail. So it is through a considerable list of activities with a selling end.

How Bureau of Markets Can Help You

Sales managers have in many instances had their attention attracted in recent years to the Bureau of Markets by the encouragement that this institution is giving to organizations of farmers, stock raisers, etc., who desire to purchase all manner of commodities on a co-operative basis, buying direct from manufacturers where possible, paying cash, providing their own storage and delivery service. Lately the Bureau has launched a vast project in encouragement throughout the entire country of rural motor truck express and freight routes. And in order to provide the essential "return loads" the Bureau is quite as anxious to encourage sales interests to ship merchandise to the country districts by motor as it is to persuade the farmers to ship produce to the city by truck and thereby relieve the strain upon the railroads.

To the uninitiated sales manager the name, National Bureau of Standards, may signify nothing more than a research institution, or, at best, the country's foremost testing station. In reality, however, this clearing house for technical information is providing no end of

splendid ammunition for sales managers if they will only be on the lookout for it. Not long since, the Standards Bureau conducted exhaustive tests of light weight office safes and safe cabinets that yielded some telling sales points. A little later a parallel investigation revealed a number of hitherto unknown truths regarding the construction of household refrigerators. Cement has long been a subject of special study at the Standards Bureau. Sellers of lightning rods were furnished with valuable testimonials a few months ago. So it runs through a long program of investigative activities.

N. Y. Sales Managers Urge Peace Preparedness

The Sales Managers' Club of New York is out with a definite after-the-war preparedness program. Resolutions have been passed asking Congress to appoint a special commission composed of men qualified to anticipate and solve the difficult problems of readjustment which business must soon face. It is hoped by those behind the movement that sufficient co-operation can be secured from other business organizations to impress the government with the need for such a commission, and to that end other sales managers' clubs are urged to take similar action. Some of the problems confronting such a commission are: demobilization of the army in accordance with industrial needs, conversion of war manufacturing plants, readjustment of labor problem, readjustment of prices, realignment of government control over business, etc., etc. The Advertising Affiliation will hold a special meeting of sales managers at Buffalo, October 25th, to consider these and other post-war problems.

Mail Advertisers Pledge Help to Save Paper

The chief subject of discussion by the Direct Advertising Association and the Better Letters Conference which held a joint convention in Chicago, October 9th to 12th, was the government's attitude in regard to restricting circular advertising, "if not entirely eliminating it." The consensus of opinion was that before the government should undertake any policing measures, advertisers should be given an opportunity to meet the tonnage requirements as laid down by the government. Robert C. Fay, advertising counselor for the Chicago Paper Company, prepared a resolution suggesting specific sizes and restrictions which the government should adopt as rules governing the production of direct advertising during the present paper stringency,

but it was generally felt that while we may have to come to that eventually, the situation had not yet reached a point where such stringent methods were necessary. Mr. George W. Doonan of the U. S. Department of Commerce urged that business men get a "win-the-war" spirit into their letters. He pointed out that the business letter could be turned into a gigantic factor for maintaining the business morale of the country. He

especially deplored business letters that whined about the hardships of the war. "Let every letter show that you are in the war to the finish," he said. Other speakers were Robert Sullivan, Wilson & Co.; C. E. Steffey, National Cash Register Co.; J. C. Aspley, The Dartnell Corporation; F. W. Dignan, La Salle Extension University; Chas. E. Wigginton, Kalamazoo Loose Leaf Binder Co.; Earle S. Dickens, O'Brien Varnish Co.

Another New Dartnell War Report

"Bulletins, House-Organs and Special Methods For Speeding Up Production and Building Esprit de Corps"

(With List of Salesman's House-Organs Published)

IF you are interested in practical ways for increasing production you will find many helpful suggestions in this report which describes methods used by U. S. Shipping Board, Swift & Co., Sherwin-Williams, Multigraph Company, Edison Storage Battery Company, Hercules Powder Company, and other progressive concerns. It is complete with specimen bulletins, pages from house-organs, and all necessary data.

The report embraces 25 typewritten pages (it is not a book) covering plans for increasing the production in shop, factory, office and sales department. A special section covers the subject of house-organs for salesmen.

Part I—Plans for Factory and Office Workers

The Roll of Honor Plan
Solving the Absentee Problem.
Selling the War to Factory Workers.
Cup Contests for Production Efficiency.
Work Accomplished Score Board.
Safety First Committee Plan.
Starting the New Employee Out Well.
Types of House Papers in Use.
Securing Material for House Papers.
The Use of Shop Posters.
Specimen Bulletins and Posters.

Part II—The War Time Salesman's Paper

Keeping Sales Force in Fighting Trim.
Types of Salesmen's Papers in Use.
Common Faults in Salesmen's Papers.
How to Get Helpful Contributions.
Stunts That Liven the Paper Up.
Getting Salesmen to Pull Together.
Holding Salesmen for the Future.
General Suggestions.
List of Papers Published.

Price of Report—\$1.50 ON APPROVAL

There is a Dartnell Report for Every Need—Write for Catalogue

SPECIAL EXAMINATION OFFER: We will be glad to send a copy of this new report to any executive interested with the understanding that it can be returned within five days after receipt for credit should it prove unsuited to the requirements of your business.

THE DARTNELL CORPORATION

608 S. Dearborn Street

CHICAGO

"Help the Salesman" Letters that Pulled \$5,387,570

By Cameron McPherson

While some sales managers are sitting back groaning about the scarcity of salesmen, others are taking off their coats and getting to work. Here is what one concern did to increase the per capita sales of its salesmen. We hope it will prove suggestive. Selling life insurance is no easy task these days, and the results achieved by this campaign should give encouragement to some readers who feel that the whole world is against them. Don't think that because this happened in the life insurance field that it is of no interest to you; it holds suggestions for all of us.

Some years back I had offices with a professional letter writer. He used to take a proposition and turn out guaranteed letters for \$25 each. But there were three kinds of letters he fought shy of—letters to sell stock, letters soliciting charity contributions and letters intended to dig up leads for life insurance salesmen. "If there is any man living," he once said to me, "who can find a sure way to make these letters pay no one can stop him from becoming a millionaire."

Now, I don't know whether the manager of sales service for the Phoenix Mutual Life Insurance Company has quite reached the millionaire class yet, but judging from what I have seen he is a candidate. Last year his department sent letters to 167,542 persons. Seventeen out of every hundred who received the letters wrote in that they were interested (think of that, actually getting people to admit black on white that they were interested in life insurance). Seven per cent of these were promptly closed, the total paid-in business resulting being \$5,387,570.

The average lead so produced was worth \$3.20 in commission to the salesman, and that figure is steadily going up. The thing we want to dwell on here is that in 1916 the commission per lead (without intensive sales work) was \$2.50; in 1917 through the use of letters it was raised to \$3.20, and judging from early returns this year that figure will be left far behind. The company's records show that the returns from its "help the salesman" letters are 36% greater this year than last, the total returns being 23.2% as against 17.1% for last year! There you have something to think over, you men who bewail the fact that advertising returns are falling off!

Letters That Get 17% Returns

But enough for the results. The thing that interests you is how was it done? That is a secret. There are a lot of general agents scattered over the country who would give a good deal to know how it was done, although none of them would admit it. But we are able to set forth a few facts about the campaign which we have picked up in round about ways.

In the first place the campaign gave consideration to a principle which we all know by heart, but because we all know it so well, we seldom think it worth using. The principle referred to is "Make it worth a reader's while to answer the letter." About one-half of the letters sent out in advance of salesmen do not appeal to a man's self-interest sufficiently to make him reply. Or if they do have a strong self-interest appeal it is usually framed in a way that makes the man suspicious. The Phoenix Mutual letters appeal to the self-interest, yet quite frankly say what the object of the letter is. Here is one of the letters which will give you a good idea of how this is done. It is typical of all the letters:

Dear Sir:

We are reserving a useful vest-pocket memorandum book for you under the number registered on the enclosed card and will send it to you, free of expense, promptly upon receipt of completed card.

Frankly, we take this means of calling your attention to a policy issued by this Company, which at a low rate will furnish a contract formerly requiring a much higher rate. Several very liberal provisions, never before incorporated in a life insurance policy, are guaranteed.

The inclosed booklet gives an idea of it but we would like to send you a concrete illustration of the advantages and cost at your age.

May we do this?

Cordially yours,

P. S. The return of this card places you under no obligation whatever.

Now go back to the letter. Notice the direct request for action. You do not have to read through to the last paragraph to know what must be done to get the book. Neither do you get the impression from the next paragraph that it is a trick to get your name. The letter frankly states that the object of the company is to sell you an insurance policy (which you know anyway) and the very frankness of it all removes the feeling that you are being tricked. The curiosity is played upon sufficiently, however, to maintain your interest, and if you are at all interested you will probably write

for the booklet, knowing all the while that you have laid yourself open to a salesman's call. And that is exactly the way the company wants you to feel. They do not want to send their salesmen out on a wild goose chase any more than you do. Seventy-two per cent of the leads produced by these letters are termed "workable leads." Only twenty-eight percent fizzle out.

Hand Picked Names from Salesmen

Good as these letters are, however, they would not produce seventy-two per cent of good leads were it not for the care taken to get a 100 per cent list of names. You can write good letters until you are black in the face, but the returns will not be there unless the list is right—in fact, the list is more than half the battle. It is at least two-thirds of it. So let us see how the Phoenix Mutual "sells" the salesman on sending in the right sort of names.

In every organization, yours included, there are certain salesmen who work closely with the sales promotion department. There are others who can't see much good in the department, anyway, and think it would be far better if what is spent in advertising was added to their salaries. The problem is to get under the skin of these skeptics and show them that every hour invested in picking out good names is going to pay them handsomely. The logical procedure is to take the record of some of the believers

(Continued on page 32)

Congratulations! Your first copy of SALES MANAGEMENT has had a close reading. A brother just returned from the front line trenches "Over There" could not have received a heartier welcome than did this, your first issue.

There are many splendid business periodicals, but to the best of the writer's knowledge there is none confining itself exclusively to those points and topics of vital interest to those in charge of a sales organization.

You have already received my subscription. You doubtless will receive other subscriptions, as I shall pass the good word down the line. With all good wishes, N. H. Williams, sales manager, Cushman Motor Works.

Building Salesmen to Buyer's Specifications

By George Ed. Smith

President, Royal Typewriter Company, New York

Mr. Smith is well known to most of our readers as the "million dollar" salesman. He is the man who walked off with a million-dollar typewriter order from the British government, when that government was quite sure it didn't need that many typewriters "yet." For twenty years he sold goods for a living, and in this article, a digest of an address before the New York Salesmanship Club, he has added to his own rich experience the observations of one of the shrewdest purchasing agents in the business.

The other day I had lunch with one of the biggest purchasing agents in the country, Mr. F. S. Hyatt, of Gaston, Williams & Wigmore, and prior to that purchasing agent for Swift & Company. I wanted to get his views on successful salesmanship to lay before you. I will pass over quickly some of these things which, in the conversation with Mr. Hyatt, have been brought to my mind as essential, as there are some of them which can be treated lightly in passing, just to cover the point.

In the first place a salesman should neither look down upon his buyer nor up to his buyer. Neither arrogance nor condescension is what the buyer wants. It is a very important matter. It is man to man; face to face; gentleman to gentleman, that does business in America. How can a salesman have that confidence to create and demand that self-respect unless he himself respects his calling? He should not be ashamed of it, but respect it. I want to call your attention to one thing which Mr. Hyatt mentioned to me, and that is this: "Why should any man refuse to send in his card representing so and so?" He said, "Some of the finest people I know in the world are salesmen. Why don't they send in the card as salesmen representing such and such a house and not send in cards as individuals? I want to see them in their official capacity. I want to talk about business. It is due to me as it is to them, and it is just as much to me as it is to them. Therefore, why do they make the little error of trying to get in with a false pass, as though they were afraid of me? If they are selling coal, send in a coal card instead of saying Mr. So and So wants to see you on a personal matter. The man starts in with a bigger handicap than he realizes."

Salesmen are the Future Presidents

Now let us figure for a moment what the salesman is. In the old days the canvasser or drummer was looked down upon. There were reasons why he should have been, but today the salesman has one of the most honorable callings in the world, and the young man who starts out to be a salesman today is best contributing his part to the world's affairs.

You don't know but that he in a short time will be the head of a big factory. The salesman is the power that turns the wheels in every factory in this country and in the world, and when you go in to the buyer you go in as the future president of your company.

Now we will pass on to "enthusiasm" and be very quick about it; because I am not going to dwell upon it. It is a vast subject. It means youth. It means a great deal, and it does carry confidence. In order to be confident you have got to be enthusiastic yourself, and in order to create confidence, enthusiasm must be expelled; because it is a positive quality and it is necessary to pierce that negative atmosphere that is bound to fill the average purchasing agent's office.

Do Your Salesmen Qualify?

Let us pass quickly over that and to "sincerity." These things can be dwelt on for an entire evening, while I must cover the entire subject in twenty minutes. Sincerity! There is only one man who is not sincere, and that is the man who tries to fool you. The man who honestly believes what he says, the man who believes that he is going to serve you, is sincere. Mr. Hyatt told me today: "It is pitiful. It is too bad so many of these youngsters come in and think that they can fool me. Why do they do it? I don't want them to try to bluff me or to fool me or to be insincere. Then why should they waste time by being false, assuming false enthusiasm or false sincerity? It is such a waste of time."

The first suggestion is that a man have a knowledge of his business down to the final details. The purchasing agent's time, of course, is very well filled up. I am dealing now with New York conditions, not sales outside. The lack of knowledge, of specific detailed knowledge of a man's business is woeful in the city of New York. Sixty per cent. of the men who walk into the average purchasing agent's office do not have specific detailed, definite information, concerning the business which they represent. They deal in generalities and successful business men do not deal in generalities. Purchasing agents find it necessary to sound the depths.

How does Mr. Hyatt do it? He is an old and a wise buyer. He says: "What is the detail upon such and such a subject," and he tells in an instant what that man knows about his business. A man who tries to bluff and say something else and then come back to what he is selling doesn't get very far. Nothing like that with the old buyer. He touches another subject, and he wants to go to the bottom of it quickly. He wants the details. He wants to count the threads in the tire. He doesn't want it all—everything—but he asks a few questions and he has got the story. The sad part of it is you don't know where he is going to touch. That is the trouble. He doesn't tell you. He has spent twenty years in finding out how to do it. If you walk into the office, he will sound the depths of your proposition and ask you for the details. He is going to ask you for the gravel upon the bottom of your particular ocean and in that particular four-inch square he wants to pick up. And if you don't know it, "Goodnight."

That is the attitude of the buyer today. When he finds the man who knows these things, Mr. Hyatt said, he welcomes him as a friend. "I have found a man who actually knows a fact and it will help me." He says it is more important for him to find a salesman who knows his business, who can contribute to his success as a purchasing man, than it is to find what he wants. He wants, he welcomes those men who know their business to such detail and to such an extent that it means their information is valuable for him, and he values it accordingly. He values it to such an extent that he calls those men on the telephone, those salesmen who know their business in detail, and they are confident. He values them to such an extent that they are his confidential advisers in many instances.

Equip Your Men with Facts Not Words

To be believed you have to be worthy of belief. What is the first thing, I said to Mr. Hyatt, that convinces you that a man is worthy of trust? He said: "First, punctuality; second, appreciation of my time; and, third, that air, that

Sales Management

something that means he will keep his word and he is not trying to fool me."

I said, "How does he get it?" He said, "I don't know. He just grows into it."

"How can he acquire it?"

"He acquires it in his home. He acquires it among his friends, he acquires it on the street."

The loose talker on the corner is the thinly-veneered gentleman in the office and these buyers know it. If you want to be believed by the big buyer, if you want them to have confidence in you, start tomorrow morning and make your word good to every newsboy, to every member of your family. Begin to respect your word and there will be something about you that the big buyer will take for granted.

Then I asked Hyatt, "What is the next thing?" He said "Confidence." You have to have some confidence. We don't like too much oratory. We don't like too much of it. Get your men to bring in a lot of evidence to support their story. I am going to let you see what he is talking about. "I don't want all the evidence in the world," he said. "I don't want you to prove to a blind man or anything of that sort; but, on the other hand, I don't want you to come in and make unsupported statements; at least, not until we get acquainted. Let us get acquainted on a basis of facts at any rate."

Why the Sales Are Made Quickly

Now we pass on to another subject. There are a few sales made quickly. I am going to illustrate. "I want to buy forty-eight tons of whatever it happens to be," said the purchasing agent. "I want it. I have got to have it and have it quickly. As a matter of fact I have made up my mind to buy it."

"In walks Mr. Salesman. He knows everything about it. If that man can create confidence, if he is the proper man to be my representative in the purchase of those goods, the deal is quickly closed. But I want a little while to consider that purchase that I know I am going to make, I am bound to have it, and I want to find out whether that man is the man who shall be my commissioner to transact that business."

Mr. Hyatt continued, "It is too bad. It is too bad, the men some of you send in to get my order after you have won it your-

selves. It is too bad the man you send for the order, after the sale is made, after the demand is there, is so mistaken in regard to the treatment of us and so mistaken in regard to the relation of the buyer and seller that I almost have to go over his head in order to feel safe in dealing with a well-known article put out by a fine house."

Gentlemen, those things can be created. There is real confidence on the part of that salesman who is able to create confidence so that he is bringing home big orders and is going to establish relations which will lead to very profitable and big business.

Salesmen Must Know from Seeing

Faith in your goods, of course, is necessary. There are two things in selling. One is logic, which has to do with actual conviction, and the other is suggestion. Now, logic doesn't prompt action, but confidence and faith in your goods are the central emotions around which suggestion, or from which suggestion flows. You, who want to inspire action; you who want to create a favorable feeling upon which to operate the machinery of your selling organization, cannot do so better than by having in your own heart that feeling which comes, not from hearing others talk, but from knowing from first hand information that what you say is so.

Take the man who has been in China and you hear him on the street corner. You go across the street to hear him. There is another who has read about China. Now which one rings true? Which one tells you about China in the way that you want to know, the man who knows China by having been there, or the man who has read the encyclopedia?

One idea before I close—it is a little pet theory of mine, but possibly one that is worth while speaking about. If it is, you are welcome to it. I want my salesmen to save money.

Some of the best salesmen I have ever seen have been advanced by having a small bank account. I have seen the young salesman come in not knowing whether he would stay and I have seen him last long enough to save a little money and be encouraged and I have seen him then reach out and represent us as he is expected to do. Why? Because money is one of the things that gives you confidence.

Money which you have in the bank will send you into a man's office in a different way than if you did not have any money. My theory is that it will help them. It will help them to sell, if they will save some money. There is the place where money will make more money quicker than any place I know. If you don't believe it, take one of your boys who has no money and watch him after he has got money, and see the difference in the way he goes out into the market. It is a pleasure to look at him. Money is a little thing perhaps, but if you haven't got it, it means a whole lot on Monday morning.

New Rule for Mailing Export Samples

The War Trade Board, in a letter received by the Merchants' Association, says that it has found it impossible to have its new rule printed on account of the great congestion in the Government Printing Office and that probably several weeks will elapse before it will be able to get out the necessary forms. The regulations relating to samples which have been adopted are as follows:

"Licenses may be granted which will authorize the exportation to one or more consignees, whose names need not be designated in the license, of an unlimited number of parcels and samples of no commercial value composed wholly of commodities not included in the 'Export Conservation List' and of samples of commodities in the 'Export Conservation List' which have been approved and specified in the license. Such licenses shall be valid for a period of 90 days."



"There are three kinds of salesmen; the one who does it, the one who wishes he had done it, and the one who promises to do it."

All rights reserved—Dartnell Corporation

Drawn by John Bliss

Adventures in Handling the Skidding Salesman

By Fred L. Turner

Sales Manager, Mason-Davis, Inc., Chicago.

Some salesmen are born. Others are made. But both the made-to-order variety and the kind that grow on bushes possess a large degree of latent ability and energy which it is up to the sales manager to develop. In this article Mr. Turner, who for ten years prior to making his present connection, was a District Manager for the Shaw-Walker Company, gives a few concrete illustrations of how different types of salesmen were through agencies or dealer channels.

Mr. Hamilton's article on getting salesmen to see it your way, in last month's issue was interesting, indeed. The log of my own experience shows me at one time to have been inflated with the conviction that I had in me the human spark necessary to ignite the latent capabilities of salesmen; and at other times, and oftener, that my own ego had run down to the point of asking what's the use. So, in man-building, I, and I guess the most of us, have lived through alternate sensations of pride and disappointment.

How to get these chaps on their toes, mentally, physically, and morally, is the question. Some of us are pushers, others are pullers. Some use inspirational tactics. Others consider material incentive as the most dependable stimulus and we all work on various emotions, such as fear, pride, jealousy, etc. We all should be able to know when to push, and to pull, and how and when to hang out prizes, and work on emotions, too, because we have to keep changing our tactics to sustain interest.

The Dartnell idea deals in facts and experience, rather than in personal opinions, so getting down to brass tacks, here goes for a few concrete examples.

Brilliant Salesmen Who Won't Work

Take the case of one of those talented men who won't exert themselves. This one had a pleasing personality, was large mentally and physically, always reached his man, and usually brought back the order. But his very ease in selling was his own undoing, for, while his sales held up during his hustling spurts, he wasn't on the job long enough, or often enough, and his results were not equal to those of the less brilliant but plodding salesmen who used their opportunities.

The analysis showed his living expenses to follow closely behind his income. The sales manager selected his lack of financial headway as the point of attack, and had a heart-to-heart talk with him about his failure to get any

money ahead. He pointed out that other salesmen making less money owned their homes and had money in the bank. Then he offered him some Company stock to be paid by notes. The transaction was made, and the result was that the incentive to work was stronger than the four o'clock whistle or the call of the golf course. He simply had to keep hustling. Today he has the work habit, a nice block of stock, a healthy bank account, and better yet, a stability of character beyond his own former conception.

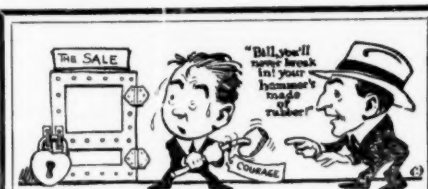
The sales manager said he got the idea from hearing his bishop tell the vestry that his church would never amount to anything unless it undertook a big debt, the bigger the better. "Then," said the bishop, "everybody will have to hustle to pay it off."

The Chap who Is Short on Calls

One of my friends from New England recently told me about a salesman who was weak on calls. He was one of those chaps who keeps eternally busy, but accomplishes little. The analysis indicated that he went over his territory in hit-or-miss fashion, spent too much time in non-productive work, and was a typical victim of the lost motion habit. The first seed his sales manager planted started a reconstruction that did the trick. Every Monday he sent him a report of the calls and sales of the entire sales force. It took but a minute to set down the figures, but, believe me, that salesman used to read them from beginning to end with repeat. His own poor showing was an unpleasant revelation. He became alarmed, and finally, in sheer defense of his reputation, he got busy. The fight was on, and he soon made the other fellows look to their laurels. Where he formerly took each day as it came, he now planned each day's campaign the night before to get the most out of each day's work. He made use of every moment and every pound of his man power. He clipped a few minutes off his lunch hour, and added a few to the quitting hour, and the results came.

I had lunch the other day with a sales manager who had been worried by a salesman, who, like the man who had read that you could tell a millionaire by his baggy trousers, was allowing his appearance to go to seed. My friend didn't like to tell "weary Willie" to hunt up a barber and pressing parlor, but a bright idea struck him. He had the editor of the house paper ask him to write an article on neat appearance influencing salesmen's success. And it worked.

Another sales manager was harassed by a salesman who continually complained how hard it was to get orders. So, a business detective was employed to report the important sales being closed by this salesman's competitor in the same territory. These reports were passed on to the salesman, and he was cured by the first few reports. There is no question but that a little news of the enemy's inroads develops a salesman's fighting spirit.



Standard Cartoons for House Organs

There is nothing like a good-natured picture to get under a salesman's skin. It is worth a million words on some types of men. We are selling agents for the sales cartoons of Bliss and other artists. We have them in all styles and sizes to suit your needs.

Special

We will send you the set of five Bliss "Better-Salesmanship" Dingbats, depicting the five most common weaknesses in salesmen, in any size zinc etchings less than five square inches each for \$10.00. This is less than an artist would charge you to make one drawing. Standard two-column (4 1/2") electrotypes of this series, \$8.00 the set of five. Cuts shown at head and foot of this advertisement are from the Bliss series.

The Dartnell Corporation
Cartoon Department
608 South Dearborn St., Chicago



More About Sales Managers Sharing the Profits

Mr. Winsten's article: "Why Sales Managers Should Share the Profits" in the last issue of SALES MANAGEMENT has brought in a flood of letters from readers. Most of them agree with Mr. Winsten. A few do not. Some of the views and experiences are interesting, so we will pass them along for what they may be worth. If you have some views of your own, let's have them. Keep the pot boiling.

Then there are men who can't recuperate quickly after sales effort, and loafing follows in some form. Some of these same fellows ingeniously contrive methods of idling which so resemble effort that they give themselves a clean slate. I have in mind right now a man who had one of the loop territories of Chicago. He was early on the job, and came in tired out just before closing time. The analysis proved that he invariably arranged the longest distance between calls. He crossed the loop every time he made a visit. Here was a man who was always bound on a definite errand, and always kept moving, but, of course, he was a failure. I proved to him that he was imitating the maneuvering of a sailboat, but never succeeded in bringing him to a proper use of his time. He simply did not have enough mental endurance closely to repeat a sales interview. It is astonishing how many men, otherwise of high efficiency, lose out on account of lack of recuperation and bad routing.

And so the list of errors goes on, and on, and any one of them may break a man, just as the correction of one often makes him.

Facts Best Stimulus for Salesmen

Nothing in sales work stays put. It is human to forget. New events, new thoughts, are constantly pushing back the old. The sales letter you wrote last year is probably forgotten today. The bulletins you write today will be forgotten next year. Developing salesmen is a never ending job. It seldom stays done. So, we have to put the same things over with different illustrations, and in all sorts of modifications, to meet the ever-changing nature and moods of our men and the new situations in which they find themselves.

A large acquaintance with concrete examples naturally increases one's understanding, and often offers a solution both in diagnosis and cure. Those examples gathered from experience are in greater demand than purely theoretical situations; but they are all good, if for no other reason than their being fuel for the imagination, because we must imagine new combinations of old thoughts and pass them on, which brings us up to the final, which is, that the sales manager must be an educator.

Of course, the whole thing is the development of the positive at the expense of the negative, and in our attempts to project our views into our salesmen, it is well to remember the law as laid down by Benjamin Franklin, that if you teach, teach as though you taught not.

Please enter my subscription for SALES MANAGEMENT. I am with you. I believe there is a big field for a publication of this kind. H. Lad Landaw, Sales manager, W. J. Crouch Co.

The main objection to an arrangement whereby the sales manager gets a share of the profits, over and above a fixed salary, seems to be its possible effect on a sales manager's judgment—in other words, he might be inclined to drive for quick profits rather than carry on a campaign for building for the future. One sales manager holding to this view is B. F. Geyer, general sales manager of the Wayne Oil Tank & Pump Company.

"After having discussed the matter thoroughly in our organization," writes Mr. Geyer, "it was generally concluded by all of the parties interested that the sales manager, or any one directly involved in an executive capacity connected with sales work, should not share on a bonus basis in the profits of the company. The chief reason for this being that it is liable to cause unfair discrimination on the part of the sales manager.

"Another objection to the plan is the fact that it is almost impossible to figure out an equitable basis for figuring bonus. If you could figure your bonus so the sales manager would not be tempted to work one end of the sales more than the other, or would not be tempted to devote more time to certain lines of work than others, it might prove successful, but that is where the trouble seems to lie. We have tried this matter out in several cases, particularly in connection with branch office managers.

"Our method was to assign the branch office manager a certain quota, determining what this quota should be by the general prosperity of the territory under the jurisdiction of the branch office, the total population and the density of the population. We found that it is a mighty difficult matter to establish a quota that is just and equitable both to the salesman and the company. We have found that the branch office manager spends too much of his time in trying to increase his sales and not enough to taking care of the details of the organization. In other words, he is inclined, which is natural, to spend practically all of his time in that direction which will increase his income, by increasing his bonus."

Another sales director, one of the leading men in the country with a force of 150 salesmen, and 2,500 agents under his direction, but who prefers that his name be withheld, agrees with Mr. Winsten, making this observation in doing so:

"To my mind, the method of compensating a sales manager would depend very largely on the authority conferred on him. If his authority includes the responsibility of fixing all resale prices and he also has supreme jurisdiction over all expenses connected with the sale of the goods from the time they are manufactured until they are sold, and possibly until the accounts are collected—this to include such items as cost of advertising, and passing on credits, as well as authority over stock rooms and shipping and traffic—my thought would be that the best method of compensating him would be a reasonably good salary, on which he could live without having to worry about his personal affairs, with additional compensation in the shape of a percentage of the net profits of the entire business.

"If, however, such an individual has no authority over the fixing of resale prices, and only limited authority over the expenses, including advertising and all other expenses more or less directly bearing on sales work; then I would say that a good method of compensating him would be by a salary the same as mentioned in the other case and a percentage on the increased business over and above a quota which may be agreed on between the employer and sales manager."

Thinks Stock Interest Best

One sales manager, a live wire from Cincinnati, and at the head of a big soap manufacturing concern, offers this suggestion: "The concern with whom I am affiliated has shown recognition of my services by giving me stock in the company, which is the style and kind of compensation I like best. They met my figures in regard to salary when I came to work, and I told them I was not figuring on any larger salary but would be perfectly willing to let the rest of it come through stock and dividends."

More Shoulders for the Sales Windlass

1—How One Traffic Manager Helps the Sales Department

By C. S. Beach

Traffic Manager, Finch, Van Slyck & McConville, St. Paul

Most business organizations suffer from over-specialization. Each department likes to think of itself as a business within a business rather than a part of the whole. In this series of articles different non-selling executives will show how they are helping the sales department, not only to win new customers, but what is more important in these war blighted days, to hold old ones.

A road salesman in an adjoining state brought a customer into the house. He was busily engaged in selling him his spring order when they were interrupted by a long distance telephone call summoning the customer to the bedside of his wife who had been taken sick very suddenly.

The customer and the salesman hurried to the station only to be informed that he couldn't go home that night because the night train was not scheduled to stop at his home town. His feelings at the prospect of having to wait over for the morning train may well be imagined. The salesman had had some dealings with the Traffic Department, so he brought the man in and stated the case. It took the traffic man about ten minutes to get the proper railway official on the phone who promptly issued an order that stopped the limited and let the man off at his home town. The customer was happy and grateful.

Won the Good-will of a Whole Town

A new fledged Commercial Club in an aspiring Western town thinks the railway company ought to give them better facilities for handling freight "on and off" cars. A representative calls on the traffic man and states his case. An appointment is made with the railway officer who has jurisdiction in such matters and the three of them sit down and talk the thing over. The officer takes the matter under advisement, promising to go into its merits at once. The man from out West is a customer of the house and whether his town gets the desired improvement or not he is not going to forget the attention. The chances, too, are that his fellow townsmen will get a good impression of the house that has shown an interest in their affairs and whatever helps the house helps all.

A customer in Minnesota wrote in about a claim on a car of potatoes that the carrier had declined to pay and wanted to know what he thought about it. We don't deal in potatoes, but investigation disclosed that the clerk in the Claim Department who handled the claim was

a new man. He had misinterpreted a certain point in the rules having to do with the system of heating the car during a sudden cold snap that frosted the potatoes. A draft for the full amount of the claim was drawn and the traffic man mailed it to the shipper with a note thanking him for the opportunity to be of service to him.

A salesman in North Dakota "grabbed off" a young fellow and his bride about to start in business in a little town up there—brought them to market, saw that they were comfortably located in a nearby hotel and went to work picking out the goods. The job took longer than anticipated and they hurried to get through so they could take the evening train for home.

Helps Pick Baby Buggy

The traffic man, on one of his trips through the house, ran into them in one of the salesrooms and learned from the salesman that they wanted to get an article that we didn't carry in stock. The traffic man is on friendly terms with a man uptown who handles the article in a wholesale way and volunteers to see what can be done, so while the embryo merchant went on rounding out his order, the lady was piloted to the establishment in mind where she picked out a perambulator at a satisfactory price and it was shipped along with their other goods.

These instances might be multiplied many times over. Aside from the personal satisfaction that comes from easing the other fellow over a difficulty, this traffic manager at least has an idea that these departures from the regular routine of dealing with rates, routes and practices have a place in the quality of service that the sales and other departments place before the public.

I have just received the first number of SALES MANAGEMENT, and I am so much impressed with it that I want it sent to all of our branch managers. Will you therefore please enter ten subscriptions for this company? Ira Fleming, George P. Ide & Company.

Sold Himself on Need of Smaller Territory

When some sales managers want to cut down a salesman's territory they bluntly tell the salesman their plan, and if the salesman doesn't like it he knows what he can do. Others, knowing the deadening effect such a policy has on a salesman's work, prefer to let the salesman sell himself on the idea. Here is how a Chicago sales manager worked it:

It so happened that this sales manager was very anxious to secure a certain salesman making Eastern Missouri for a rival house. He jumped on the train and went out to St. Louis, the salesman's headquarters, and made him a proposition. "I will consider your proposition if you will include Joplin," said the salesman. "But, you know, Joplin belongs to the Kansas City territory." "Well, I could not afford to take the line on if I could not get Joplin," was the salesman's ultimatum.

The sales manager thought a bit. "Will you come with us if I can get Joplin for you?" The salesman replied that he would. "All right," said the sales manager, "I'll run down to Kansas City and see what I can do."

The next day the sales manager landed into the Kansas City salesman's office. They had lunch together that noon, and as they sat over their coffee the sales manager mentioned the nice business the salesman had been getting, and asked where most of it came from.

"Oh, I pull quite a bit of it out right here in town. Fact is, I haven't been traveling much lately, as I find that I can do better right here, with the way traveling costs are going up. There is a lot of business in Kansas City. You would be surprised."

"Do you think so? I always thought that Kansas City was pretty well sold up."

"No, indeed. Why, last week I picked up ten orders from stores that you didn't even have on the mailing list."

"Of course," mused the chief, "you can get the business here at considerably less expense than you can the outlying towns. It must cost you quite a bit to make Joplin and some of those southern points."

"It sure does. My last trip cost \$65."

"Whew! That is pretty expensive selling. But you must not neglect Joplin, because there is a lot of business down there. You must figure on making it at least every two months—at the same time you can take in some of the outlying towns. There ought to be a lot of business there for us. While we appreciate that you want to keep down your traveling costs, and while we realize that you can make more money in Kansas City and the nearby points, you must remember that you cannot afford to neglect any territory, even though it may not be a profitable territory for you to work."

The matter was dropped for the time being, and nothing further was said until the sales manager was preparing to leave. In the meantime the salesman had been thinking—thinking about the good business he would be losing in Kansas City while he was making those necessary service trips down Joplin way. Finally he said: "I wish it was possible to fix it so I wouldn't have to make Joplin."

The sales manager thought a moment. "It might be arranged. You know we have a new salesman in Saint Louis. I'll let you know. Good-bye." And the salesman heaved a sigh of relief. Now he could devote all his time to Kansas City, and some one else could worry about Joplin.

How Uncle Sam Helps to Recruit Saleswomen

A special cog in the machinery of the U. S. Government, specifically created to aid in replacing man-power with woman-power in commerce and industry, is at the disposal of sales managers who may desire to give saleswomen a trial as a stop-gap for their masculine counterparts who have departed for war. The idea of the women's annex of the U. S. Employment Service is not academic nor theoretical, but rather does it aim at a practical program for enabling employers to meet their needs from the human energy available.

That the U. S. Employment Bureau—a by-product of the U. S. Department of Labor, as expanded in scope for the war—has designated the readjustment of sales forces as one of its initial objectives is of more significance than a business man might imagine, unless he has grasped the full significance of the power and authority of this new institution. The fact of the matter is that henceforth and for the duration of the war the U. S. Employment Bureau is to wield autocratic power in the labor market. It has virtually put the private employment agencies of the country out of business. It is dictating to the newspapers what class of "Help Wanted" advertisements they may carry in order not to conflict with the labor requirements of the war industries. It is the instrumentality through which the "sales clerks," etc., evicted under the "work or fight" order are being shifted to "productive employment." And so it goes until finally, and by no means least important, we find this Employment Service, with its branch offices in every important city, in the function of a clearing house for the allocation of the millions of American women who are entering the business world and the industrial community to fill the gaps.

Incident to the placing of larger responsibilities in work-a-day America upon the shoulders of women, the Women

in Industry Service at Washington has concerned itself quite solicitously with respect to "standards of labor" for women. The introduction of women into occupations for which they are unfit, physically or otherwise, is being guarded against very carefully. This is where salescraft has scored. It is a vocation that, in many of its phases, is so well within the capabilities of women and so congenial to them sentimentally that naturally it has been turned to, early in this era of readjustment as one of the logical outlets for the increased flow of feminine energy.

The sales manager who desires to recruit women for sales service of a regulation or routine character may obtain assistance from his local office or employment bureau of the U. S. Employment Service. If his proposition is of a special character requiring ability of an unusual order he may save time and tissue by appealing direct to the headquarters of the Employment Service at Washington. An official of the Women's Service at headquarters recently stated to the writer that his office was finding it difficult to place high-priced saleswomen, which was, of course, equivalent to saying that the Service has on its waiting list such specialists that it desires to place and that sales managers are not calling in this quarter for help to the extent that they may do one of these days.

It is not to be expected, the officials admit, that Uncle Sam's new employment organization can sense with absolute accuracy the requirements of the sales manager who seeks, as aids, women of unusual qualification and perhaps of definite experience. However, it is felt that the Government bureau can and does perform for such sales managers one service in sending them only hand-picked candidates and turning aside from their waiting rooms the obvious ineligible. The importance of a preliminary weed-out process will not be underestimated by any sales executive who has any conception of what a rush there is just now of women to the gainful occupations and how many of these totally untrained volunteers seem to believe that they have undeveloped genius as sales ambassadors.

"SALES MANAGEMENT has just been received and examined very carefully. We appreciate this very much for it is in line with the thing we had hoped some one would take up sooner or later."

"There are a number of magazines devoted to salesmanship but none we know of which gives exclusive attention to sales management, which is a very important topic, and we feel certain your efforts in behalf of sales managers' problems will be appreciated by everyone."—Ray Ervin, Koken Barbers' Supply Co.

The Sales Managers' Desk Book

(Loose-leaf)

This book has been brought out to fill the need for a compact, accessible reference and idea book for sales managers. The book is letter size (8½x11 inches) and is equipped with a special leather-tabbed index of thirteen divisions, as indicated below. Under each classification are filed numerous loose-leaf sheets giving helpful information, hints and suggestions, including:

HANDLING SALESMEN:

Breaking Salesmen of the Jumping Jack Habit of Working Territory—The Yellow Slip Plan for Keeping Salesmen on Edge.

SALES STIMULATION:

Determining Dealer Quotas on Basis of Trading Radius Consumption—Letters That Keep Salesmen on Their Toes, etc.

SALESMEN'S COMPENSATION:

Outline of Successful Bonus Plans—Salesmen's Earnings by Lines of Business.

ORGANIZATION:

Application Blank for Salesmen—Grading Chart for Salesmen—Reference Forms and Methods.

SALES MANUAL BULLETINS:

Suggestions for Making Sales Manual More Valuable to Salesmen—Adaptable Quotations From Successful Manuals.

ROUTINE SHORT CUTS:

Types of Envelopes for Flagging Salesmen From Hotel Mail—Automatic Salesmen's Correspondence Follow-ups—Salesmen's Correspondence Forms, etc.

CONTESTS—CONVENTIONS:

Contests Based on Territory Consumption Figures—"Double Unit per Day" Contests—Contests for Salesmen's Wives—Sales Convention Stunts.

ARTICLES—BOOKS:

List of Books Relating to Selling, Names of Publishers, and Cost—List of Articles Published of Interest to Sales Managers.

GENERAL:

Figures Showing Comparative Cost of Operating Salesmen's Autos—Suggestions for Getting Salesmen to Help Credit Department.

The book is so designed that you can also file in it original memoranda and information pertaining to your particular requirements. Blank loose-leaf pages for this purpose are included.

This book contains over 300 pages of valuable data, methods and statistics for the sales manager.

Price of Desk Book Complete
\$5.00 on Approval

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THE DARTNELL CORPORATION

Publishers also of

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The Dartnell Monthly Sales Service and
Other Sales Literature

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NUMBER 2

VOLUME I

This Magazine maintains no free lists of any kind. To receive it regularly each month you must be a Paid-in-Advance Subscriber in conformity with Post Office Ruling.

Neglect the Future And the Future Will Neglect You

We recently addressed a circular letter to a score of sales managers asking what steps, if any, they were taking to prepare for the reconstruction period. One of them replied that he had the details for a nation-wide advertising campaign all worked out and ready to launch the minute peace was signed. Another told us confidentially that a full set of jigs and tools, with all necessary samples, were in readiness for bringing out a new product, "to keep our factory busy when our war orders are canceled." Another wrote: "So far as the future is concerned we are letting that take care of itself, feeling the times are too uncertain to make any definite plans ahead."

In our opinion, and in the opinion of a great many thinking sales executives, the sales manager who is floating along at high tide without taking a thought of the future, will find himself in the same position Cardinal Wolsey referred to when he told Cromwell that he had been swimming along for many years like little wanton boys swim on bladders. Sales managers must bear in mind that they will be held responsible if a slump comes, for as R. P. Spencer, sales manager of the Remmers Soap Company, so tritely puts it: "When a concern is down in the dumps the first thing it does is to hunt up a sales manager who can pull it out; when business is going along swimmingly, the increase is always due to conditions and not to any effort of the sales manager." It does not require a

Babson to foresee that a day of reckoning is fast approaching, and it behooves all of us to set our houses in order and be ready with a practical plan of action when the time for action comes.

No nation stands to gain so much commercially from the war as the United States. In Great Britain the per capita income is \$236, and the per capita debt \$589; in the United States the per capita income is \$352 and the per capita debt (including the Fourth Liberty Loan) is \$113. In Britain, in France and in other warring countries, preparations are now on foot to build up business after the war. Only yesterday we read a long letter written by a big English hosiery concern to its American representative outlining its plan, and instructing him minutely as to his part in the campaign. British manufacturers realize that these are times of rapid and tremendous changes—times when no man can rest on his laurels. And they are with characteristic British foresight, preparing for a quick "get away." We in America can well profit from Britain's example. We should not "let the future take care of itself." If we do, those among us who are leaders today in our respective business lines, may be out-distanced next year by far-seeing, efficient and thoroughly prepared competitors who have laid their plans a long way in advance.

* * *

Keep Your Eyes on the Bakers

If you still harbor the suspicion that most bakers are sour-faced dyspeptics, whose main interest in life is trying to make war bread edible, you are due for an awakening. Fact is, that the baking industry's Big Ben has gone off, and most of the bakers who amount to anything are beginning to take a real interest in sales organization development work. At the big bakers convention held in Chicago, September 16 to 20, considerable thought was given to this side of the baking business, a special program for sales managers having been arranged by Elmer L. Cline, sales manager of the Taggart Baking Co. of Indianapolis. It proved to be the hit of the convention. The awakening of the bakers, if we may speak of it as such, adds another to the fast growing list of "bought" commodities that respond to intensive sales methods. One by one the "our-business-is-different" chaps are looking out beyond the rut and preparing to do their harvesting with self-binding reapers instead of cradle scythes.

* * *

Get Your Order For Salesmen In Early

Among the sellers of staples there seems to be pronounced preference to rebuild sales organizations with returned soldiers, even if the boys are somewhat rusty, and shy on selling experience. "My preference," writes a sales manager for the B. F. Goodrich Company, "would be for men who have had experience in the front line trenches, regardless of their necessary qualifications for salesmen. The most essential quality in any salesman is the ability to obey orders, and more salesmen are failures for the reason that

Sales Management

they do not possess a sense of discipline than for any other reason. You can readily appreciate that the boys who have seen service, and have learned the value of discipline, will possess the biggest asset for the making of a successful salesman."

That this Goodrich sales manager is not alone in his opinion we are in a position to know. In fact, we are told by the editor of a sales house-organ for one of the big companies that he has instructions to mail two copies of each issue to all the company's representatives in the service—one for the representative himself, and the other for him to pass on to a friend who he thinks would make a good salesman for the company after the war. Just think this over.

* * *

Quitters Seldom Prosper

Some months ago, when the war clouds first began to throw a pall over business, one of the big Chicago piano manufacturers called a council of war. The president was there, and the treasurer, and the works manager and all the other executives. They went into all angles of the situation. They decided that the thing to do was to fire the sales force, shut down as many offices as possible, stop all advertising. "No one will buy pianos until the war is over," they agreed. We can't help but wonder what these same gentlemen will say when they learn that so far this year Sears, Roebuck & Company's piano sales have far exceeded those of any other year.

* * *

Be Careful In What You Write to the Ladies

Among our growing family of readers we number a mere man who manages 1,000 traveling women representatives. From him we learn (please note, we speak only from hearsay) it is not as easy to handle the ladies as the experts who are busy writing "Women in Industry" reports might have us believe. "You have to be especially careful," cautions our Omaha friend, "in writing letters to women representatives. Merely hint in a personal letter that some other woman is doing better work, and you will very probably receive back some such reply as this: 'If you think Mrs. Jones is so much more capable than I am, I guess I will work for another employer, for apparently I do not suit you.' Women work largely from sentiment and one is just as likely to quit on a sudden impulse if she made \$75 the week before, as if she only made \$10."

This pleasant little trait need not worry our readers, however, because we are sure that all of them have encountered the super-sensitive salesman (most all of them qualify) who twists helpful suggestions into a personal slam, however tactfully they may be expressed. That is why the general bulletin and the house-organ are so necessary to an efficiently organized sales department. What salesmen read in a general bulletin is always aimed at the other fellow—but it penetrates just the same.

Who and What Is A Sales Manager Anyway?

We have received a very interesting letter from one of our Eastern readers. It follows: "A sales manager friend of mine just called me on the phone this morning and said, 'What are you doing about the membership drive for the association?' I said: 'Absolutely nothing, because I cannot muster up enthusiasm for a proposition I cannot comprehend.'"

"I gave him my views of such an association and he said that he just had a telephone call from a sales manager friend to whom he sent an application. He said that this sales manager looked over the list of members of the association and could not find more than a very few sales managers on the list. He said he was eager to join with sales managers to exchange ideas, and expressed the belief that there certainly were enough sales managers in town to represent an association that would do justice to the principles of such a cause, but that the association as it was now constituted was not a real sales managers' association."

It is true that there are sales managers' associations here and there over the country who have put quantity before quality in building membership. But it is also true that this fault—if it is a fault—rests on the shoulders of the very men who are complaining of the situation. It is very much like the old familiar wail of the respectable citizen, that the city is run by grafting politicians. It never occurs to him that the remedy lies in his hands. If he would only take an active interest in politics and do his bit toward running out the grafters, better conditions would soon prevail. But instead he holds himself aloof, never turns out at the primaries, and contents himself with crying out what a deplorable state of affairs exists.

* * *

Efficiency, Like Kindness, Can Be Overdone

Much was said at the Better Letters Conference last week about "carving meaningless words out of letters," "blasting out the deadwood," etc. It was a great meeting, and we are sure that all who attended the sessions came away with helpful thoughts. But excellent as this movement for more efficient business letters may be, and the undoubted need that exists for improving our letters, let us not be over-zealous in our reforming. The text of the letter is important, but even more important is the tone of the letter. If you are too free with the blue pencil you will find that while you may save a few dollars, it is pin straightening economy.

Judging President Wilson's reply to the German peace proposal is the light of the efficiency tests advocated by the Conference it was a horrible example of how not to do it. The body of the note could be passed by the censor of correspondence, but the conclusion! Think of it—"begging leave to remain, my dear sir, etc." Terrible. Yet to our mind, if the President had not clothed his message in the customary language of diplomacy, the tone of the message would have undone the text.

While the Dealer Organization Is Marking Time

By L. J. Conger

Sales Manager, Corona Typewriter Co., Groton, N. Y.

An agency organization, like virtue, is acquired with difficulty and lost with ease. An automobile manufacturer estimates that his organization represents an investment of \$10,000,000. It took ten years of tireless, patient effort to build it. But ten days will undo the work, unless great finesse is shown in administering to its war-time ails. In this article Mr. Conger makes a few suggestions of interest to all who market through agencies or dealer channels.

There are some men who will doubt me when I say that in spite of the fact that our factory is heavily oversold, and working largely on government business, our dealer organization is closer to us today than it has ever been before.

To many it may seem strange that with not enough Coronas to go around we would dare to speak out loud about dealer relations. But the facts are that instead of the shortage of Coronas working a hardship, it has in a way, been of benefit in solidifying our sales organization. Your editor tells me that not all sellers through agencies have been so fortunate, and he asks me to tell something about our methods. This I am glad to do for I believe that much can come out of an exchange of experience on this vitally important problem of keeping the agencies in fighting trim when the factory is busy on war business. But I will say at the outset, that the effectiveness of our policy lies not in its complications, but in its simplicity, and like all simple methods it makes dull reading.

Giving Product Best Distribution

There are two courses open to a manufacturer under present conditions. He can concentrate his product among the bigger consuming outlets, and thereby insure these outlets for the future as well as reduce immediate selling expense, or he can give his available product the widest possible distribution, treating both large and small dealer alike. We chose the latter course, believing that this plan enables you to sustain interest in your product in all parts of the country, and to keep the product in the public eye as much as possible, even at the risk of some of the larger dealers dropping out of the organization.

We have in this way, given all of our dealers enough Coronas to meet their most urgent demands. Of course, we have had some dealers who felt a bit put out because they could not get more machines to sell. No man likes to see money that is within his grasp get away.

But on the whole the policy has worked out very well, and we have been able to keep most of the dealers happy. We have taken care to keep them in this happy state of mind. A dealer in Bismarck, N. D., for example, had built up quite a waiting list of buyers. One day a customer came



When Typewritten Requests Failed—One Agent Tried Art

in and said he had a banker friend who wanted a machine. The dealer suggested that possibly a check with order might facilitate delivery, and back came the check, certified, by return mail. The dealer wrote and told us about it, and, of course, we promptly printed the story with a suitable head, calling attention to the fact that this added another to Davies' waiting list, and that the pressure was so great out in Bismarck that Davies didn't even have a machine for his own use and had to use a pen, but that he was still smiling. These little yarns in the house-organ had the effect of making the dealers realize that they were not any worse off than the other fellow, whatever their plight might be.

Another policy which we feel has stood us in good stead in keeping our dealers happy is the rule we have made to "lay the cards on the table." We have taken pains to tell dealers the absolute truth concerning conditions affecting production and deliveries. I realize that there is nothing out of the ordinary about this plan, that it sounds like a bromide, and it seems trivial to mention it in the columns of this paper—but it is the alpha and omega of the whole problem of maintaining a dealer organization in war time. We carry it through to the very end. We will not promise deliveries unless we are absolutely certain they can be made. We have never, in any way, misrepresented facts in explaining to dealers why their supply of Coronas was temporarily cut off. We frankly take them into our confidence, and make them feel that they are a very necessary part of the Corona organization and that their interests are our interests. In many instances we have even gone so far as to ask their advice in planning the distribution of our available production.

Close Watch Must Be Kept on Territory

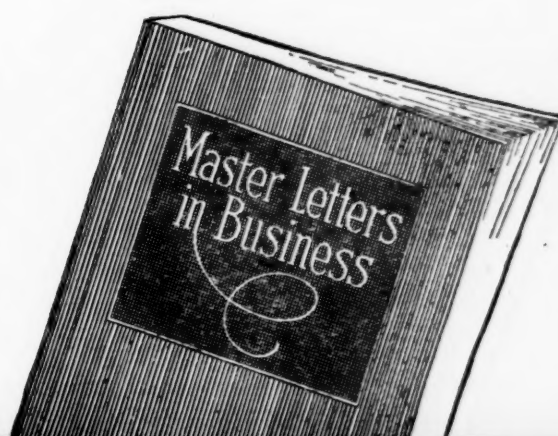
Carrying out this policy has not been as easy as it sounds. It calls for keeping in close touch with conditions in each territory, so that the fairest possible distribution can be effected. For that reason the rationing of our available product has been placed under the direct supervision of the sales department. By means of reports and routine correspondence it is possible to get a fairly good line on the needs of each territory and place shipments where they will be of the greatest benefit to both the dealer organization and to the factory organization. This may seem like adding more detail work to a department which should keep its skirts free from detail, but we feel here that this is work which will exert a great after-the-war influence, and I am sure you will agree with me that the true test of a sales manager these days lies in the amount of work he is doing in preparation for the after-the-war business.

"Immediately read issue No. 1 from cover to cover. If—as you state—issue No. 1 is just a 'sample' of the following issues, I feel, indeed, fortunate that our year's subscription has already gone forward to you. Issue No. 1 of 'SALES MANAGEMENT' was brimful of helpful and suggestive ideas and articles and I shall await with interest the receipt of succeeding issues.—S. D. Libbey, sales manager, The Upson Company.

"O. K. Mail bill at once. First issue worth \$2.00."—C. Arthur Dunlavy, Manager, Broderick & Bascom Rope Co.

Master Letters In Business

This Book Free—Announces the New “Case System” of Training in Business Letter Writing Offered by LaSalle Extension University



Business men will read our book, "Master Letters in Business," with amazement.

Executives are aroused as never before to the supreme importance of effective letters. It is one of the strange facts of business history that the art of successful letter-writing until recently, has been so little heeded by business men and employes. Many executives in important positions now frankly acknowledge their letter-writing deficiencies and are willing and anxious to have their correspondence supervised by an expert.

The LaSalle Course in Business Letter-Writing grapples with this great problem in a new way—and for your benefit. If you are a business man, employer or employe, you need this. You can profit from this master-drill in living letters of today. There is a crying need among business houses everywhere for men who can write letters that bring sales at lowest cost—letters that collect money from stubborn debtors—letters that open new accounts—letters that build goodwill—letters that help the trade—letters that handle complaints and reconcile them—letters that pave the way for the salesmen.

This new course does this very thing, not upon theory, but by direct personal practice under the inspiration of men who are ranked among the most expert business letter writers in the country.

Keen executives know that there are a hundred different ways in which forceful letters can be used to build profits and prestige in business. Your letters are YOU. Good letters bring success. Your personality, your tact, diplomacy, intelligence and ability; your caliber and capacity, are reflected in your letters. You can learn how to make your letters what they should be by the one method supremely calculated to accomplish this result for you—by developing your own initiative—

Learn by the “Case System”

LaSalle is the first educational institution to launch a complete yet simple and practical course in letter-writing on the “Case System.” This means that you

now have the opportunity to become a skilled letter-writer by writing letters to cover actual cases and situations in business, comparing your own work with master letters that have produced extraordinary results, and by having the direct criticism of master letter-writers helping you make your letters like theirs.

Under the LaSalle plan you learn to do by doing. This is the first and only extension course in letter-writing that has made a direct and thorough application of the “Case System.” It follows very closely the famous method of studying law, which is used in noted University Law schools. In many respects it is similar to the laboratory method, whereby you are given certain things with which to work and told to make something. You deal with actual cases lifted from the experiences of skilled letter-writers. In short it is the “contact method,” which is the only method by which you get the inspiration of personal initiative necessary to do constructive letter-writing. Being enrolled for this training is like being made the letter diplomat of a progressive institution. You learn letters, not theory. You handle actual cases.

Mail the Coupon Now

Whatever your position may be, you can profit from this remarkable course.

LaSalle Extension University will send you at once a complete description of the new course, make you acquainted with the master letter-writers who have built it, and give you a clear insight into the method, plan and results—clearly explained from your point of view. If you want to get in touch with the best work of skilled letter-writers of national reputation—men who have written letters that have revolutionized conditions and produced astonishing results—if you want to train under such men as these, then this is the course you need.

If you want to be able to make keen letter analysis and strong constructive criticisms so as to qualify as a letter-executive or letter-supervisor, with a complete mastery of the strategy and diplomacy of good correspondence, and at the same time be able to make such letters for yourself—send now for a free copy of our illustrated book, “Master Letters in Business,” which tells this story complete and introduces you to many of the ablest men and women in this great new profession of business letter-writing. Below is the coupon that will bring you the book, and with it all the facts concerning the new course, all without any obligation on your part.

LASALLE EXTENSION UNIVERSITY

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“The World’s Greatest Extension University”

Chicago, Illinois

Without cost or obligation on my part, please send me particulars regarding your new Home-Training Course and Service in Business Letter Writing.

Name

Present Position

Address

"Help the Salesman" Letters

By Cameron McPherson

(Continued from page 21)

and give it broadcast circulation. That is exactly what the Phoenix Mutual did with the record of W. A. Wilson of Washington. Here is what they said about Wilson:

To all Agents:

Agent W. A. Wilson of the Washington agency has used the "Day-light saving plan" for some time. PREPARATION and PROMPTNESS stand out very clearly in his work.

One hundred and seventy-five leads sent to him in 1917, and in his possession about six months on the average, have already produced the following results.

Fifteen on the dotted line for a total of \$58,000 with more to come!

Prospect Number	Lead was Received	Date	Business Written
*826909	Jan. 20	Mar. 13	\$ 5,000
*826912	Jan. 20	Feb. 27	5,000
*826915	Jan. 20	Mar. 16	8,000
827564	Feb. 12	May 25	5,000
827733	Feb. 22	Apr. 21	15,000
827915	Mar. 10	Mar. 19	2,000
828134	Mar. 14	Mar. 30	2,000
828276	Mar. 29	Apr. 9	1,000
828322	Apr. 4	May 12	2,000
828403	Apr. 11	Oct. 27	2,000
828457	Apr. 18	Oct. 20	3,000
828473	Apr. 18	May 28	2,000
828914	Sept. 26	Oct. 8	5,000
829349	Nov. 11	Dec. 4	1,000

Leads marked (*) all came from one list circularized January 15. This list has, up to the present time, brought him \$288.00 in first year commissions and he is not through with it yet!

If it took two hours to carefully prepare the names on the mailing list, his time was worth \$144.00 per hour! ARE YOU WILLING TO INVEST A FEW HOURS IN THIS PROFITABLE MANNER?

I will leave it to you. If you were a life insurance agent and you received a letter like this from the office, wouldn't you think? Wouldn't you feel that you were letting something get away? Wouldn't you get busy there and then? Sure you would. So would anybody else. And so did the rest of the Phoenix Mutual agents, for after that letter came a deluge of lists and the sales service department had plenty to do for several months to come.

A Follow-up With a Punch

This bulletin to agents was followed up by others of the same "brass tack" variety. The agents were not asked to do it as a favor to the house, or for any other sentimental reason. Selling insurance is a fact proposition with the goal measured in commissions, so that is the language the requests for more names talked, as this follow-up will show:

To all Agents:

The average value (in commissions) of Sales Service leads has increased 21%! They are now worth \$3.62 each.

We will send you an average of 18 from every lot of 100 good names you send us.

How many leads can you send for July?

No dodging these figures. And that is the diet which the Phoenix Mutual boys get for breakfast, lunch and supper.

By keeping everlastingly at the salesmen to send in names and more names the service department is able to be of maximum help to them. That the salesmen fully appreciate this help, and are even willing to give credit to the service department for the results (remember they are salesmen) is strong evidence of the value of the work.

What the Salesmen Are Saying

Take, for example, the case of Williamson. Here is a typical "new" salesman, one of the great army that start out selling life insurance with a very uncertain road ahead of them. It is said that one-half of those who start selling insurance fail. Did Williamson fail? He did not. Why? We don't know, but we suspicion that the service department helped a lot. In fact, Williamson admits it. In one letter to the company he says:

Thank you for your June 5th letter. Frankly, I do not know just what I would do without the help of the Service Department. One thing I do know, it has helped me to dig up prospects in places I could not otherwise have reached and has gotten me into the inner circles which are surrounded by stone walls, hard to climb unless one has the scaling ladder which your department so ably furnished.

"Oh, fiddle!" you say. "That is just a salesman's letter to the home office. Our files are full of that sort of bunk." Call it bunk if you like, but we don't think it is, because we have seen the figures. During the two years Williamson was with the company he received an average of 24 new leads every month. Each lead brought him an average return in first year commissions of \$11.95. He has reported paid-for business from service leads alone for January 1, to August 1, 1918, amounting to \$123,073. No, we are inclined to feel that Mr. Williamson is sincere.

What does all this mean to you? Just this. Don't sit down and bewail the fact

that you can't get salesmen, and that it is costing more and more to sell goods. The way out is better letters and mail pieces. If this plan works in the insurance field, it will work in any field—your field. Get your salesmen to send you more of the right sort of names, and then go after them. It pays—ask the man who does it.

"Your remarkable publication SALES MANAGEMENT has renewed many thoughts. I believe that you have started something very practical and very valuable. You are probably in a better position than anyone else to stir up interest along the right lines."—R. K. Russell, sales manager, Duplicator Manufacturing Co.

"I certainly do want to have the new magazine SALES MANAGEMENT sent to me every month. It is a magazine well worth while and shall look forward with pleasure to receiving it regularly."—C. H. Greeley, sales manager, F. Mayer Boot & Shoe Company.

Are You Binding Sales Management

During the life of your subscription many articles will appear in these pages which may be of considerable value to you from time to time. At the end of this volume a complete index will be published, so if you file the copies as they are received you will eventually have a valuable reference file of sales management data at your fingers' tips.

Metalwing Binders

have been especially designed for this purpose. They are an improvement on any other lace binder on the market. They are compact, durable, and easily manipulated. They are not sold in office supply stores, or by any other binder manufacturer. Binders are finished in a high grade silk cloth, lettered in gold, "Sales Management."

Price, post-paid, \$1.50

THE DARTNELL CORPORATION
608 S. Dearborn Street CHICAGO

Reduce the Risk of Hiring

Statistics show that it costs from \$50 to \$500 to hire and train a salesman. If he fails, you lose that much. One New York concern had 400 salesmen fail within three years, representing a loss of \$29,200. Our new "personal" reports setting forth vital information regarding the character, environments, financial standing and personal affairs of applicants for positions will check up your judgment and help you keep the percentage of failures to a minimum.

Information Our Reports Will Give You

Much of the information contained in our personal reports would not come out in a personal interview. Typical points covered are: Is applicant generally regarded as a successful business man? If not, what seems to hold him back? Is he given to sharp practices or tricky methods? Does he live within his means? Is he addicted to intemperance? Is he known to gamble or speculate? Can his word be relied upon? Has he any domestic troubles? etc. We get this information without interviewing the applicant, or divulging your name. Our investigators make careful and tactful inquiries through the personal and business acquaintances of the applicant.

What Users Say:

Your inquiry of the 22nd inst. as to service rendered by the Retail Credit Company in the way of a personal report, we do not hesitate to state most emphatically that we regard their service as extremely valuable and, to our mind, almost indispensable. We recall on several occasions where we have been safeguarded against employing men who superficially presented very good impressions and would have been employed, had not the Retail Credit Company supplied us with information that proved their worthlessness and in several instances their dishonesty.—An Atlanta Candy Manufacturer.

Replying to your letter of the 22nd, in our judgment the Retail Credit Company's service has been a very good investment and is more than self-paying. The great majority of their reports, of course, confirm the information that we get from the direct references given by applicant, but in several instances we have gotten a line on applicants that we did not get from their references, and the information given by the Retail Credit Company prevented us from hiring these men and losing our time and money on men whose character, habits or environment were such that we would undoubtedly have lost both time and money by taking them on our sales force.—A Large New York Corporation.

We have been receiving reports from the Retail Credit Company from time to time and the services have been very satisfactory, the reports being of considerable assistance to us. We highly recommend their services and feel well satisfied with the results and information we have obtained.—A Western Motor Truck Manufacturer.

A Nation-wide Fact Gathering Organization

Our organization has for 20 years made a specialty of getting personal reports on individuals. We do business with concerns all over the country. But it is only within the last few years that we have extended our service to furnishing personal reports on applicants for positions. To get this information we maintain offices in all the larger cities and a corps of 20,000 inspectors covering all towns and villages throughout the United States. When you wish to get full confidential information about any individual, simply advise our nearest office (see list below) and a full report on that individual will be furnished within a few days. It makes no difference where the applicant may live, or has lived, we have the facilities to find out about him.

For the small investment of \$2.00 to investigate each man you take you cannot afford not to use this valuable service. Let us send you a sample report and full information regarding this plan of reducing the risk of hiring.

THE RETAIL CREDIT COMPANY

Offices in

New York, Chicago, Boston, Philadelphia, Detroit, Cincinnati, San Francisco, Richmond, Des Moines, Birmingham, Atlanta, Oklahoma City, Portland, Dallas, Denver, Kansas City, Memphis, Minneapolis

ADDRESS THE OFFICE NEAREST YOU.

THIS COUPON WILL BRING YOU SPECIMEN REPORT AND FULL INFORMATION REGARDING PERSONAL REPORTS:

Individual _____

Firm _____

Street Address _____

City _____

S. M. Nov.

AGREES WITH MR. BRUCE AS TO SALESMAN'S RECREATION

"SALES MANAGEMENT appeals to me greatly and you have made a wonderful selection of articles in your first issue. I was particularly interested in the article by John M. Bruce, vice-president, Remington Typewriter Company, 'Why Salesmen Need Little Recreation.' This is the thing we have always tried to preach to the salesmen, but it is a mighty hard proposition to get them in that frame of mind. When it can be done, I think that the personnel of sales organizations will increase 100 per cent, as I quite agree with him that there is no more fascinating line of work than selling goods."

"The Dartnell Corporation has been quite helpful to me in many instances. I thought that you probably would like to hear just what your subscribers think of the first issue. Trust that every other issue will be as interesting."—H. R. Burleigh, district sales manager, Crew Levick Company.

"You can enter our subscription to SALES MANAGEMENT. We are sure that this is going to be of help to us in our sales work and will be well worth \$2.00 a year if it is built along the same splendid lines as your monthly service."—R. C. Fay, Chicago Paper Co.

Salesmen Seeking Positions

Rates—One Hundred Words or Less—\$1.50. (No Display Permitted)

SALESMAN, now Michigan representative for concern selling large home owners and municipalities, wants to get in line where there is something to sell. Twenty-six years of age; single; good health for civilian life, but draft exempt; college education. Experience consists of selling dry goods at retail, concrete construction, motion picture projection selling and city forestry. Reason for desiring change: Shortage of material in present line. Box 400, Sales Management.

ADVERTISING MAN with selling experience, soon to receive honorable discharge from Canadian forces, would like to secure a position, preferably as a copy writer with some Chicago manufacturing concern. Has a long and successful record as a producer of result-getting copy. Edgar W. Jordan, No. 2002665, C. A. M. C., C. E. F. Base Hospital, Toronto, Canada.

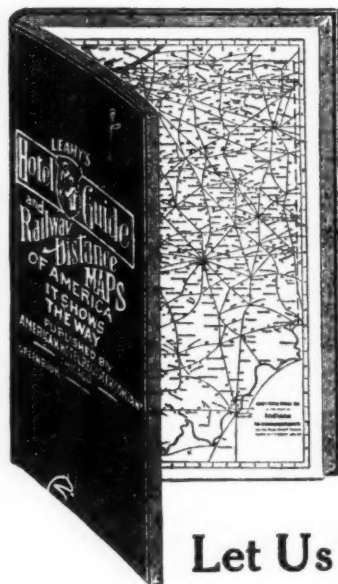
MUSLIN UNDERWEAR SALESMAN, at present covering middle west for one of the largest concerns in the business, would like to get a line sold to

same avenues of trade that would require less time on the road. Have wide acquaintanceship among Chicago buyers in the retail and mail order field. Would consider any line offering net commission possibilities of from \$4,000 to \$5,000 annually. Reason for desiring change: wife's health. Box 200, Sales Management.

FOR SALE—OFFICE EQUIPMENT

ELLIOTT ADDRESSING MACHINE (Latest Hand Model), in best condition, only slightly used. Makes perfect fac-simile typewritten addresses. Stencils can be cut by any typewriter. Addresses from 2,000 to 3,000 envelopes per hour. Just the thing for running off a list of customers or agents. Will sell for \$25 f. o. b. Chicago, also have stencil cabinet for \$12. Box 500, Sales Management.

ELECTROTYPE CABINET WANTED—Must be quarter sawed oak, in good condition and reasonable. Box 600, Sales Management.



A Guide That Every Sales Department Needs

You will find it helpful in many ways. It is just the thing for laying out a salesman's route, for checking expense accounts and for sizing up a territory generally. In addition to the maps, the guide includes much valuable information regarding hotel rates and accommodations—revised up to January, 1918.

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